



# **AY11 Continuous Process Improvement for Strategic Leaders IP01**

**Department of Leadership and Strategy**

***We Produce the Future***

**Col PJ McAneny  
AWC/DA**



# Plan for the Day



*Develop America's Airmen Today ... for Tomorrow*

- **1<sup>st</sup> Hour - Intros/Admin/Course Overview**
- **2<sup>nd</sup> Hour - A quick look at the current USAF CPI effort and some program history**
- **3<sup>rd</sup> Hour - An examination of potential TQM Failure Points**



# Introductions



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- **Rank/Name (go by name if different)**
- **Career Field**
- **Last Job Held**
- **CPI Background/Experience**
- **Why You Wanted to Take This Course**





# Course Design



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## **This course is organized in 4 parts:**

- History/Current Status (Today's IP)
- Transformation (IP02 and 03)
- Tools and Techniques (IP04-IP07)
- Understanding/Applying Transformation Tools of the Trade (IP08-IP10)



# Text Books and Readings



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- 8 Primary Texts
- Numerous Articles and Readings





# Where to Find Your Course Materials



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- Fairchild Library Website
  - All IP Scope Sheets
  - All “Article” Readings
  - All “lecture slide packages” posted day before scheduled class
  - Only need CAC to access AFSO21 Playbook which you already have
- Recommendation...populate the notebooks I have given you.
  - Let’s make some quick pen and ink changes to your scope sheets



# Guest Lecturers/Movies/ Exercises/Field Trips



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- IP03 – Col (ret) Bob Hamm from HQ AETC/CCO speaking all 3 hours on “Transformation in The Military”
- IP05 and IP06 – Illustrative Exercises
- IP07 – Movie – The Goal
- IP09 – Field Trip to GKN Aerospace
- TBD – Field Trip to Hyundai MMA (optional)

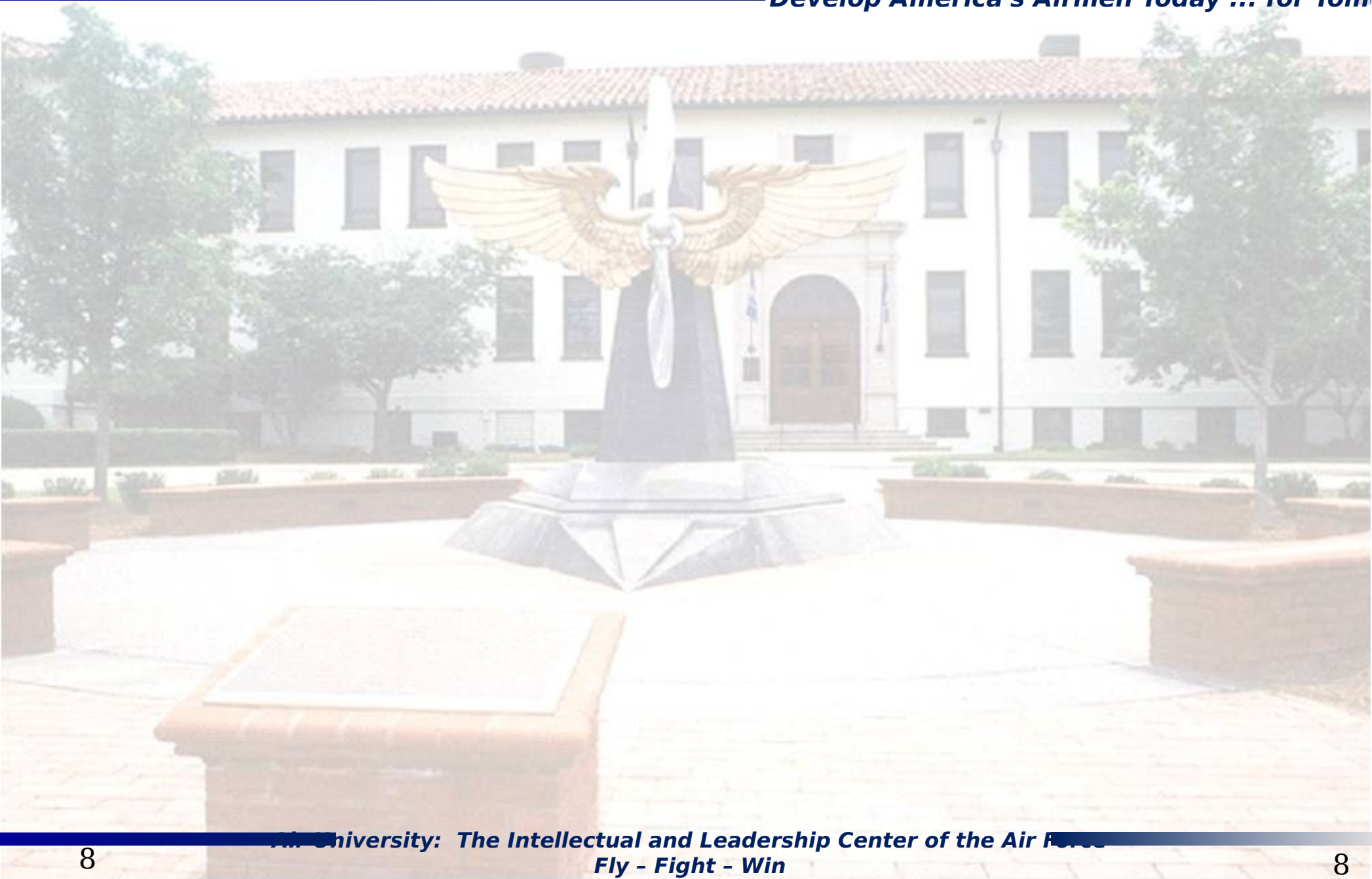




# Review of Clear Skies



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**Air University: The Intellectual and Leadership Center of the Air Force**  
**Fly - Fight - Win**





# Course Requirements



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These are basics...details are spelled out in the scope sheets:

- Class Contribution: 30%
  - GKN Aerospace Field Trip (24 Sep) participation is an essential part of this grade
  - Critical Book Analysis Presentations
  - In-class **value added** active participation – must do all the reading to contribute
- Case Study Analysis (2x Person Teams): 30%
  - Presentation and Written Analysis
- Written Critical Book Analysis: 40%



# The Current USAF CPI Effort - AFSO21

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- **What is the main goal of AFSO21?**
- **Does AFSO21 have a vision?**
- **Where do you think we are along the timeline on page A-3 of the Playbook?**
- **What are the primary CPI tools the literature talks about using?**
  - **Which do you think have the best potential ROI if used properly?**
- **Is enough attention being paid to SA&D?**
- **...and THE BIG QUESTION-**
  - **What about Change Management?**





# Let's Talk CPI History?



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- *What did you think of the Creech Book?*
- *Have the threats to US power he described in 1994 changed much?*
- *What are Creech's criteria for a viable change program?*
- *Are Creech's concept of decentralized teams any different from the CPI focus of 2010?*
- *Let's discuss consolidation vs. hierarchy*
- *What are Creech's two requirements for building a TQM-like system?*
- *What about "the decision that change is required" in an organization? Is USAf moving in the right direction?*





# Linnean's Failure Points



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- Culture?
- Inflexible Structure
- HRM Systems
- Generation TQM
- Lack of Vision



# Take Aways



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**Fly - Fight - Win**



# NEXT



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## ***IP02***

# *Transformation and the Inherent Challenges of Large Military Organizations*



# ***The Intellectual and Leadership Center of the Air Force***

***We Produce the Future...***

***One Student at a Time***

***One Faculty Member at a Time***

***One Idea at a Time***

